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# *The* **IRONMAN**

*"The Magazine of the Victory Team"*

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- ☐ 95th Quarry Engineers
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- ☐ MP Training

95th Division (Institutional Training)





## FROM THE COMMANDER

We have chosen as the theme for this issue of *The Ironman*, “*The Magazine of the Victory Team*” **Training the Land Warrior**. The 95<sup>th</sup> Division (Institutional Training) trains more soldiers, through its Total Army School Battalions, than any other Institutional Training Division in the United States Army Reserve; over 7,500 annually; and we produce over 1,500 new soldiers through Basic Combat Training and One Station Unit Training. That is a very impressive record for the soldiers of the Victory Team. It is about sustaining the **Army Readiness** and it demonstrates the **Value of the Institutional Training Division’s** as part of the Generating Force of the Army.

But **Training the Land Warrior** is not just about the delivery of classroom and field training to soldiers. It is actually more about understanding the future operational environment and developing the tools to grow soldiers who are adaptive, flexible and empowered to conduct any mission, any time, any where with confidence and success. The Army of today and the future is not your fathers/mothers Army. One need only read such books as MG(Ret) Robert Scales, **Yellow Smoke**, to get a flavor of the type of asymmetrical operational battle space in which our land warriors will be called upon to conduct a wide variety of missions. The mental and emotional components of the future land warrior will become even more important as we provide them with very sophisticated technology enabling them to have acute situational awareness and arm them with swift response, precision strike, overwhelming fires.

For we must remember that in this new operational battle space ever soldier, regardless of their duty position, must be a **Warrior**, fully capable of defending themselves, their Unit of Action, and their critical equipment, while accomplishing the mission they have been assigned. The means that all training must incorporate soldier field craft skills and the Warrior Ethos into all that is taught, so that these skills become a part of each Soldier, just as the seven Army Values are a part of each Soldier. This will be done, no matter what Branch of the Army and what Military Occupational Specialty.

We must assure that we continuously reinforce the basic principle that each soldier is first and always a rifleman. Each



**Maj. Gen. Robert S. Silverthorn, Jr.**  
*95th Division Commander*

year our soldiers need to exercise those field craft and basic rifleman skills as part of their training, and this must receive the highest priority. For just as the 95th Division (IT) has soldiers deployed in Operation Iraq Freedom and Operation Enduring Freedom, in all facets of those operations, it is highly probable that at any given moment, our soldiers may be called to serve in a theater of action. We must be ready.

Training does not end with BCT/AIT. It is a career filled with learning, including institutional, unit, operational experiences, civilian and military venues, classroom, field and distributive, across ones whole career. The linear training models of the past are fast giving way to new models that integrate these delivery and learning management systems into self actuated modalities. The challenge for leaders at all levels will be to keep ahead, if not at least abreast, of their subordinates, particularly as the level of civilian education is no longer a major definitional factor between officer and non-commissioned officer. The Future Combat System and its supporting cast will require innovative sustainment training systems.

Training is the instrument of change and improvement for the Army and it requires skilled competent trainers, just like those that serve in the 95th Division (IT). This issue is dedicated to all those trainers and those that support them as they **Train the Land Warrior**.

## VICTORY TEAM!

**Robert S. Silverthorn, Jr.**  
Major General, Commanding

**COMMAND GROUP**

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*Chief of Staff*  
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# Drawing the Line

"If you don't invest very much, then defeat doesn't hurt very much and winning is just not very exciting".

When I was 10 years old I was afforded the opportunity to see my country over-run by communist guerrillas. My father, one of 12 children, was restricted to barracks with the rest of his regiment while guerrilla forces overtook our province. The Army Leadership had sold out to the incoming forces. Seventeen days later the killing began.

My family endured the execution of my youngest uncle, then in his twenties, who was machine gunned into a hole in the ground with two dozen other young men. Two weeks later my uncle Lionel, now living in Orlando, Florida, was allowed to go in and retrieve his body for burial. Retrieving a loved one after two weeks in the ground is no task for the faint of heart. My father and his siblings were subjected to random imprisonment, searches of our homes, removal from their homes, confiscation of their businesses and generalized abuse. We also lost my grandmother Maria.

At 46 when most men are looking at retirement my father had his entire life turned upside down and the Gomez family tree was uprooted. For me, the mere thought of having to leave America with no hope of ever returning is more than I care to envision. If not America, then where? I am eternally grateful to my mother and father for the sacrifices they



**Command Sgt. Maj. Victor Gomez**

made for us. I am also eternally grateful to America for taking us in. I have drawn a line in the sand that says here I will make my stand. What will you invest to live free and to secure the nation's future?

"Now is the time for all good men to come to the aid of their country."

Remember this from typing class? Today we proudly recognize women soldiers and say that now is the time for all good men, and women, to come to the aid of their country. Families sacrifice so we can serve. You have heard me say before that the world today is a far more dangerous and unstable place than

it ever was at the height of the Cold War. Difficult times call for great sacrifices. Our nation is richly blessed and is looking at her sons and daughters to preserve the union. What price are you willing to pay?

We can never hope to go back to pre 9/11 days. Our home has been violated, our security threatened. Duty requires that we answer the call. Our position in the world as the only remaining superpower incurs certain obligations and responsibilities. We don't have to like them but they remain. Picture a world without America or one where America is a second rate power. Not a pretty picture. Will you stand in the Gap?

"Our chief want in life is someone who will make us do what we can".

The Chief Army Reserve, acting under the authority given him by the President of the United States and the Senior Army Leadership has set a course for the Army Reserve. It is a painful but necessary change filled undertaking. This course will take us through many uncharted waters. The bottom line is that if you do not embrace change, soon you will find yourself uniquely qualified for an Army that doesn't exist. Our chief is making us, and in turn our families, recognize, accept, and deal with the challenges that face us. He is making us do what we can. Look at the following statements:

Quote: "The Army Reserve is on a

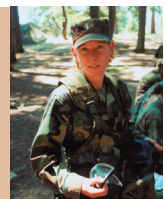
**See CSM, Page 15**

## INSIDE THIS ISSUE

<b><i>Drill Sergeant School</i></b>	<b>5</b>
<b><i>NBC Training at Fort Lewis</i></b>	<b>6</b>
<b><i>Old Soldier can Hack it</i></b>	<b>7</b>
<b><i>What is the Future of the 95th Div. (IT)</i></b>	<b>8</b>
<b><i>Dedication of the Worthy Reserve Center</i></b>	<b>12</b>
<b><i>Promotions, Advancements and Awards</i></b>	<b>17</b>

### On the Cover:

1LT Kelly Roda demonstrates how to assemble the M-1 Protective Mask to cadets at the National Advanced Leadership camp at Fort Lewis, Washington.





# Reflection of Honor

## *What do you see when you look in the mirror*

by Master Sgt. J.D. Hardesty

ARCENT-SA Public Affairs

The toughest battle soldiers will ever face is a battle that can never be won — only lost.

The battle for honor is never won, but it is easy to lose. Lose it, and you have lost it forever.

What is honor?

Honor is a reflection of who you are. Honor is your good name, or your good reputation.

What reflection do you see when you look in a mirror? Can you hold your head up high? Can you see it?

While not an Army issued item, honor was given to every soldier upon their enlistment. They carried it during basic training. For some, it is heavier than their M-60s. For others, carrying their honor is as light as carrying a concern.

Once issued, soldiers were required to rely on their honor during advanced individual training and hopefully, they continue to rely on it throughout their military service with pride much like the ribbons that adorn their uniforms.

Soldiers will never have to display their honor as an inventory item during an equipment shakedown. Yet it is the “moral compass” of personal character and conduct soldiers use to traverse their careers.

Yes, honor is a “moral compass” to be used by each individual soldier as a pathfinder to help them decide to go right or go wrong.



**Master Sgt. J.D. Hardesty**

The Ironman Editor

## Editorially Speaking...

Honor provides soldiers with the right direction to take for the difficult decisions they will be faced with for the entire length of their military journey.

If honor is truly a “moral compass” to lead soldiers down a path of success, then, if it is lost, they will lose their direction.

But, for some soldiers, they don't understand the high costs of losing their honor. No amount of money will replace or repurchase it.

A well-told story of a young man from Illinois who found his “moral compass” has been chronicled for nearly a century. While his name is recognizable, his honest deeds may not.

A gangly 20-something- year-old man embarked on his career by managing a

country store in a very small town.

As in everything that he undertook, he did his very best.

He was honest, civil, ready to do anything that should encourage customers to come to the place of business. He was full of pleasantries, patient, and always remained alert.

On one occasion, finding late at night, while counting his cash drawer, he took a few cents more from a customer than was due.

He could have kept the overpayment because the customer hadn't noticed.

Instead, he closed the store and walked a long distance to make good the deficiency, and apologized for the oversight. He had gone out of his way to be honest and to do what was right.

On another occasion, discovering on the scales in the morning a weight which he used to measure a package of tea for a woman the night before, he saw that he had given her too little for her money.

He weighed out what was due, and carried it to her, much to the surprise of the woman, who had not known that she was short in the amount of her purchase.

Abraham Lincoln's ethics of holding honesty above profit gave him a renowned reputation as a businessman, leader and president, consequently earning the title “Honest Abe.”

The importance of honor as an Army

Value can be readily seen by the name of its highest award — the Medal of Honor — a meritorious reflection.



Two members of the 95<sup>th</sup> Division Public Affairs office have just completed tours of duty with ARCENT ( U.S. Army Central Command) in Riyadh, Saudi Arabia. Major June Lantz has been the ARCENT PAO and Master Sgt. J. D. Hardesty served as Public Affairs NCOIC.





# 95<sup>th</sup> Division Drill Sergeant School Graduates 14

By Staff Sgt. Erich Langer

## *Ironman Staff Writer*

Fort Sill, Okla. - The 95<sup>th</sup> Division (Institutional Training) Drill Sergeant School (DSS) continues to provide the 95<sup>th</sup> and the Army Reserve with a steady crop of freshly minted drill sergeants. Once 'on the trail' these highly motivated non commissioned officers have the arduous and highly rewarding mission of training and mentoring the Army's next generation of soldiers. Highly disciplined and trained drill sergeant continues to be instrumental to the Army's success.

"We are excited that you have volunteered," said Command Sgt. Maj. Perry L. Roberts, Graduation Ceremony Guest Speaker. "It didn't happen by luck it took a lot of responsibility and commitment."

As a drill sergeant, you are now an expert trainer – empowered to train young recruits. You are the first trainer in the Army that recruits come in contact with. You will be training active duty, Army Reserve and National Guard soldiers. We all wear the same uniform – on the left pocket it says 'U.S. Army'. Yes, an Army of One."

Perry spoke to the graduates about the future – the objective force soldier and transformation.

"Tell the Army's story of the 'Army of One'," he continued. "In 2002, 22 percent of our soldiers – your soldiers – have some college. The quality of our soldiers is higher than ever before. Set the standard and train to standard."

Well, the 95<sup>th</sup> Division Drill Sergeant School isn't satisfied with the status quo, either and continues to move forward in how it trains future drill sergeants. The 95<sup>th</sup> recently partnered with the 104<sup>th</sup> Division Institutional Training (IT), to conduct a joint DSS. During the winter, resident phases are coordinated by the 95<sup>th</sup> DSS at Fort Sill, Okla. During the summer, the 104<sup>th</sup> serves as host at Camp Hunter Leggett, Calif.

"It really works well and it is getting better all the time," said Command Sergeant Major William Howard, DSS Commandant. "As the two Drill Sergeant School's personnel have gotten to know each other better we have begun operat-



**CSM Roal Casis awards Campaign Covers to the graduates.**

ing more as a single unit rather than two schools taking place at the same time."

Master Sgt. Gregg E. Hefner, Chief Instructor 104<sup>th</sup> DSS agrees. "The Divisions co-located their schools in January 2001. It has helped that the 95<sup>th</sup> drill sergeants know us better and we know them better, too," he said. "At first, I think most of the drill sergeants were little apprehensive about the whole idea, but now they love it. It has worked really well."

Fourteen 95<sup>th</sup> Division soldiers and nine 104<sup>th</sup> Division soldiers graduated from Class 02-02 and now wear the 'hat'. Award-



ees from the 95<sup>th</sup> included: Staff Sgt. Travis L. Nelson, 2<sup>nd</sup> Battalion 354<sup>th</sup> Regiment, 1<sup>st</sup> Brigade – Distinguished Honor Graduate; Sgt. Floyd Bibby, 2<sup>nd</sup> Battalion, 378<sup>th</sup> Regiment, 2<sup>nd</sup> Brigade – Honor Graduate; Sgt. Jose Mendez, 1<sup>st</sup> Battalion, 378<sup>th</sup> Regiment, 2<sup>nd</sup> Brigade – High PT Award. Mendez scored a perfect 300 on his Army Physical Fitness Test.

The graduating class also included:

Corporal Adren Jackson, 1<sup>st</sup> Battalion, 354<sup>th</sup> Regiment, 1<sup>st</sup> Brigade; Sgt. Johnny West, 2<sup>nd</sup> Battalion 354<sup>th</sup> Regiment, 1<sup>st</sup> Brigade; Sgt. Monica Flores, 1<sup>st</sup> Battalion, 355<sup>th</sup> Regiment, 1<sup>st</sup> Brigade; Sgt. Trenn L. Cooper, 1<sup>st</sup> Battalion, 355<sup>th</sup> Regiment, 1<sup>st</sup> Brigade; Sgt. Paul Honesto, 2<sup>nd</sup> Battalion 355<sup>th</sup> Regiment, 1<sup>st</sup> Brigade; Sgt. Richard T. Wolfe, 2<sup>nd</sup> Battalion, 355<sup>th</sup> Regiment, 1<sup>st</sup> Brigade; Corp. Howard H. Pierce, 2<sup>nd</sup> Battalion, 355<sup>th</sup> Regiment, 1<sup>st</sup> Brigade; Corp. Lawrence B. McKenna, 2<sup>nd</sup> Battalion, 377<sup>th</sup> Regiment, 2<sup>nd</sup> Brigade; Staff Sgt. Shannon S. Rupp, 2<sup>nd</sup> Battalion, 377<sup>th</sup> Regiment, 2<sup>nd</sup> Brigade; Staff Sgt. Christopher M. Mulch, 3<sup>rd</sup> Battalion, 377<sup>th</sup> Regiment, 2<sup>nd</sup> Brigade; and Staff Sgt. Tyrronne J. Griffin, 9503<sup>rd</sup> Training Detachment (DSS), 6<sup>th</sup> Brigade.





# 95th Teaches NBC at Fort Lewis

by Sgt. 1st. Class Michael Dean

*Ironman Staff Writer*

A group of 31 instructors from the 95<sup>th</sup> Division spent almost two months this summer teaching NBC skills to more than 5,500 advance ROTC cadets attending the National Advanced leadership Camp at Fort Lewis, Washington. It was the second consecutive summer than the 95<sup>th</sup> Division group worked the entire camp. Other training units split their instructor groups into two increments.

"This is a mission we look forward to, because we go in a group instead of small increments," said First Sgt. Eric Roberts. "We create a company here at Fort Lewis and spend 49 days working the camp."

"It's not hard to get people to volunteer for a long tour here. This year we had more volunteers than we needed," Roberts added. "At drill last winter when we put the roster together, hands shot up in the air from soldiers wanting to go."

The instructors from the 95<sup>th</sup> Division are the only ones who work the entire camp. Instructors from other units come in for two weeks, then are replaced by another group from the



**1st Sgt. Eric Roberts watches a class during training.**



**1st Lt. Kelly Roda demonstrates removal and replacement of the lenses on the M-1 Protective Mask.**

same unit. "We think that this really makes a difference in the quality of the instruction, because we are trained up to Army standards, and different groups of cadets that come through here receive the same quality of instruction," added Roberts.

"I wound up here with the 95<sup>th</sup> instructors through a rather circuitous route," explained 1<sup>st</sup> Lt. Kelly Roda. "I am a Chemical Corps officer, but live in Albuquerque, New Mexico where I was the battalion S-4 with the 3/3/95<sup>th</sup>. I was involuntarily mobilized and assigned to Fort McCoy. I was supposed to go the Turkey, but that mission was called off. Then I was transferred to Fort Lewis, where I found myself back with this group from the 95<sup>th</sup>. Pretty amazing."

"And this has been a great experience, teaching the cadets their NBC skills. And the cadets received great training. It's not often that a Chemical Corps officer is available to help teach these basic skills."



ROTC Cadets put the skills they have just learned to use, as they negotiate an obstacle course with yellow smoke simulating the NBC environment.



Teaching 8 different tasks in skill level 1, are Sgt. 1<sup>st</sup> Class Jerry Young and Staff Sgt. Donnie Barkhimer. They are with the 2/7/95 Arkadelphia, Ark.



# Old Soldier Can Hack It

By Sgt. 1st. Class Michael Dean

*Ironman Staff Writer*

The Sergeant Major Academy at Fort Bliss, Texas is the final step in the NCO Education System, and while many aspire to achieving the rank of Sergeant Major, the very idea of completing the Academy is holding them back. That was not the case with SGM Gerald Stanley. Stanley has a total of 40 years service, all of it with the 95<sup>th</sup> Division. And at the ripe old age of 57, he not only completed the course at the Academy, but maxed the APFT scoring a perfect 300.

"I was really apprehensive about going to Fort Bliss," said Stanley. "Before I got there, I had no idea what to expect. But after I was there for a couple of days, I knew that I'd made the right decision."

Stanley explained that for reservists, there are two options. He said most take up to two years to complete the correspondence course before attending the two phase two at the academy. However, some including Stanley opt to complete the first phase on a fast track in one year. "I just wanted to complete it as soon as possible. That meant working on it two or three hours every night for a year."

But, for Stanley, the real stumbling block, he thought, was attending the two-week resident course, or phase two, at Fort Bliss.

"That's where Mr. Higgins (SGM David Higgins, the division Command Executive Officer) came in. He had been urging me for years to go for the promotion. And he told me a number of times how much he enjoyed attending the academy and how much it had meant to his Army career. He



**Sgt. Major Gerald Stanley caps his 40-year career by graduating from the U. S. Army Sergeant Major Academy at Fort Bliss, Tx. Among his accomplishments were scoring the maximum number of points on the APFT at the beginning of the course.**

kept after me to go for it."

"Before I left for Fort Bliss a several 95<sup>th</sup> soldiers who had already graduated from the academy told me how important it was to acclimate to the conditions there before taking the APFT. I have always believed that physical fitness is important, and have always taken pride in at least scoring high, if not maxing, the APFT."

"The thing they told me about Fort Bliss was that the altitude is much higher than here in Oklahoma, and of course the temperature and dry air taking some getting use to. So my first day there, I ran the track about three miles and really was worn out. But, I continued to run each day and by the fourth day, the day we took the APFT, I was doing much better. And at the end of the run, I had my max score. That was when I really knew I would make through the course."

One of the major tasks repeated through the course consists of conducting briefings. "We briefed our class several times. I really enjoyed that."

"The important thing is that with conditional promotions now becoming more prevalent, soldiers need to complete the education requirement. Really, soldiers need to stay ahead of the education requirement for the next promotion."

"I really can't stress enough the importance for Master Sergeants to look for that final promotion and get ready for the Sergeant Majors Academy. This has been the most worthwhile experience in my Army Career."

Stanley is the Supervisory Staff



## 95th Division Sergeant Major Graduates

Eight 95th Division senior NCO's graduated from the Sergeant Major Academy in May. The night before the graduation ceremony, the academy holds a formal dining-in. It is customary for the commanding generals of the graduates to attend both the dining-in and the graduation ceremony.

Major General Robert S. Silverthorn joined the 95<sup>th</sup> Division Sergeant Majors for their formal dining in the night prior to their graduation. From the left are: SGM Gerald Stanley, CSM William Grimes, SGM Mayweather, CSM Randy Ashcraft, SGM Craig Hayashida, SGM Bruce Henry, and SGM James Wills.

# Div (IT) Commanding Generals Plan for Future

by Sgt. 1st Class Michael Dean

Ironman staff writer

What is the future of the Institutional Training Divisions? How will serve and in what capacity as the Army continues to transform? These are the questions being asked as the commanders of the seven Div(IT)'s grapple with two sperate but related issues. The challenge of transformation is combined with looming cuts in the size and strength in the Army.

"We know that the Army in coming years is going to be reduced in size even further than it is now," said Major General Robert S. Silverthorn, Commander of the 95<sup>th</sup> division. "And we know that we will face additional challenges as the Army continues to shrink. So all the Div(IT) commanders are working together to resolve of these challenges before they become problems."

Silverthorn hosted one the meetings this summer at Fort Bliss that coincided with the graduation ceremony at the Sergeant major Academy.

"We are looking at a variety of scenarios. They range from the reserve keeping all seven divisions at one end of the scale, to three of the divisions being consolidated into four remaining divisions. As we work through these issues our one constant focus is providing the maximum training for the Army force that remains. Even as the Army shrinks, it must remain a highly trained force to be an effective force."

Silverthorn expects these meetings to continue until the force structure for the Army of the Future has been determined. Sergeant Major of the Army Jack Tilley joined the Div(IT) commanders for a two hour briefing. Tilley told the commanders that the two main concerns at Pentagon remain OpTempo and retention. And



**Sgt. Major of the Army Jack Tilley makes a point during his briefing for the Div (IT) commanders at Fort Bliss.**

he said those concerns are very directly connected.

"The better part of eight of our ten divisions are now forward deployed, and that translates to soldiers being deployed for much of their first four enlistment. That poses a hardship on them and on their families," said Tilley. "They deploy, and return, then find themselves deployed again in just a matter of months. The net effect is that as our junior enlisted soldiers and junior officers reach the end of the initial enlistments, they are going to get out. And who can blame them."

"We have asked for a larger active force, but we know that just isn't going to happen. We are hoping to keep our ten divisions, but the very real possibility is that the ten will become eight, and with no end sight to the number of missions we have perform. The senior leadership of the Army is doing their best to reduce the number of deployments and provide our young soldiers with reasons to stay in the Army"

On another note, Tilley told the Div(IT) commanders that "we appreciate all that you are doing to provide support and training for the whole Army. We know how valuable the services are that you provide in terms of the NCO education system, as well leadership training for officers. And we want you to know, we expect you to keep it up."

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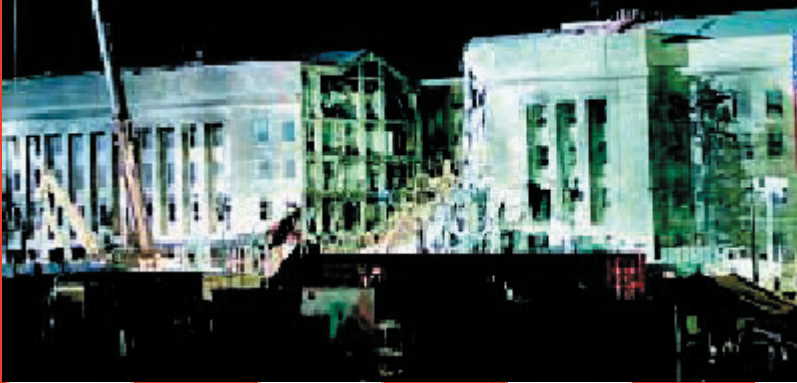
## Commanding Generals of the Institutional Training Division Meet with SMA Jack Tilley



Sgt. Major of the Army Jack Tilley met with the group of commanders and assistant commanders of the Institutional Training Divisions during their meeting at Fort Bliss. From the left are Brig. General Gregory J. Hunt (100<sup>th</sup> Div), Col. Bob Argo (USARC G-8), Major Gen. Douglas O. Dollar (80<sup>th</sup> Div), SMA Jack E. Tilley, Major Gen. Robert Tindell (outgoing commander 100<sup>th</sup> Div), Major Gen. Bruce E. Robinson (98<sup>th</sup> Div), Major Gen. Charles E. McCartney (108<sup>th</sup> Div), Major Gen. Robert S. Silverthorn (95<sup>th</sup> Div), Brig. Gen. Terrill K. Moffett (104<sup>th</sup> Div) and Major Gen. Charles E. Gorton (84<sup>th</sup> Div).



# The IRONMAN





# 95th Partners with National Guard



**Backhoes dig out loose rock after blasting**

By Staff Sgt. Erich Langer,  
*Ironman Staff Writer*

Fort Leonard Wood, Mo. Quarries on Army posts are a dying breed. At one time most Army installations had large operations similar to the quarrying concern located at Fort Leonard Wood, Mo. But times have changed and within the past 20 years, the Active Component has closed most quarries and become reliant on private sector contractors to provide hard rock construction materials for installations.

At Fort Leonard Wood, though, things are different, thanks to an excellent working relationship between the Active Component, 95<sup>th</sup> Division Institutional Training (IT) and the Missouri National Guard (NG). Here, partnerships have created a ‘Win – Win’ for everyone.

“This is an Army National Guard (NG) quarry on an active Post,” said Sgt. First Class Lorain Curtis. “It’s a good concept and with everyone pulling together we can support any mission of the Army. Around post, we provide rock, gravel and building materials for roads, parking lots, concrete pads – just about anything that needs rock.

“The Army is phasing out the Active Component positions at the few remaining post facilities. Most just buy rock and sand from the private sector,” continued Curtis, course leader for the 62- G Quarrying Operations Course conducted at Fort Leonard Wood. “The post benefits from this valuable ‘home grown’ resource and by working together we are able to provide Military Occupational Skill (MOS) training for USAR and NG soldiers. We are training the soldiers to the standard. I just love doing what I do.”

This year marks first time, though, that the Missouri NG has conducted their AT in conjunction with the 95<sup>th</sup>’s school. The whole operation is spearheaded by an Active Component soldier (Curtis) and a hand - full of other select individuals. From the outside, thought, the operation looks seamless.

“We have three civilians with prior service – lots of expertise around here,” said Curtis. “The Missouri Guard’s 117th Engineering Company runs the dump trucks the Missouri 203<sup>rd</sup> has the

equipment. It’s all rounded out by the 95<sup>th</sup> Division Engineering Battalion who operate the 62-G school. Its a pretty smooth system.”

“Right now, we have students from Texas, North Carolina and Missouri affiliated with the USAR and Guard,” said Staff Sgt. Robert Bosche. “In the current course we have nine students.” Curtis is quick to add, “As Army requirements dictate, we may put on three or more classes a year. I’ve taught my old people (NG) how to do the job as well as some 95<sup>th</sup> Division folks.

Curtis is a highly qualified instructor who has spent many years with engineering elements from the Missouri NG. Most recently, though, he has been with the 95<sup>th</sup>’s First Battalion (Engineer), 95<sup>th</sup> Regiment, Third Brigade headquartered at Fort Leonard Wood. But, now he finds himself in a different role – he’s on active duty deployed to Fort Leonard Wood keeping this whole operation running smoothly.

When Curtis was activated, all he asked was, ‘Where and when do I go’. Curtis had a pretty good idea where his 62 - G skills would best be utilized. And by working with his Administrative Assistant, Mr. Jim Wills, and Command Sgt. Maj. Frankie Baza from the 95<sup>th</sup>’s First Battalion, he figured he’d end up on this Hill.

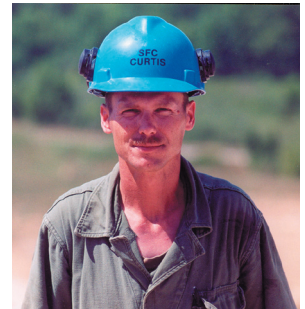
“Jim Wills told me he needed to get a number of people and asked if I wanted to be involved,” he said. “Wills selected people he wanted for several engineering skill sets and Curtis was at the top of his list. “Well, they submitted a list of names and now I am on active duty. I reported on February 25, 2003 and I’ll be on through March 1, 2004; however, I may be extended another six - months after my year is up.

“I knew I’d be coming here as an instructor. I missed the last war in 1991, and missed not being there. But, I feel obligated to do it {active duty deployment} for my country. Now, I am not in the war but I am supporting it and I’m proud of what I am doing. Some of these students will be over in the desert supporting the country in that capacity. We all have roles to play.”

In civilian life, Curtis was the environmental manager for Eagle Pitcher – a mining concern with operations in Joplin, Mo. However, he was laid off during the difficult economic times the area has experienced. When he was called up in February, he was working for Wall -Mart and even drove a school bus. “It was pretty tight but you do what you have to do for your family.”

To get more time on the equipment, Curtis splits up the work - load allowing students maximum amount of time on the equipment. One person on the drill one observes while another soldier works the controls.

The quarrying operation includes ‘the hill’ — where the rock is located – and the crushers. After it is blasted and removed from the hill the material is trucked down to the rock crushers. Large





# to Operate last Quarry in the Army

rock moves along a series of conveyor belts where it is dumped into the primary rock crusher. Some of the larger aggregate continues on to the secondary crusher where it is reduced down further.

It all starts up here", he says pointing to the rocky terrain that resembles a moonscape. "First, we've got to get the rock out of the ground with drilling and blasting. We're scheduled for a 2,000 - pound blast here on Friday."

The Hyex multi-tool is a new piece of equipment in the Army inventory. Curtis and the soldiers say there is nothing else like it in the world. Built to Army specifications, the Hyex can function as a rock breaker hammer and has several size bucket attach-

ments. A separate drill can be added to further the machine's capability. Built by a consortium between the John Deere Company and a French company, the Hyex is a pretty functional piece of machinery.

"For a 1,000 pound explosion, we drill 4 1- foot deep holes spread out in a grid pattern that will maximize the effectiveness of the blast, and load 'em with M - 1 dynamite. We use a MDI (Multi Demolition Ignition) system but the old Det chords are still in the system and we teach all that stuff in our classes, as well," said Curtis. "Students get to practice drilling lots holes before any explosives are set. This insures

of good hands - on experience with the equipment. Then, we go to the hill."

Soldiers 'bag the holes' to keep out dust or other material out. Holes are marked with orange pylons to delineate each blast hole. The dynamite charge is loaded the following morning in preparation for the big blast that will take place later in the day.

"We think safety around here all the time," said Curtis. "In fact, for safety concerns the Army bought us all walkie - talkies so we can communicate - say someone gets hurt or something, we get help fast."

After the blast, the National Guard's 117th EN Company pitches in to transport the rock - in their trucks - to the rock crushing operations at the bottom of the hill. "We generate and crush the rock here with a 150 - ton crusher," said Curtis.



**The crushed rock is loaded unto a dump truck**

"The primary crusher is used to make 1.5 - inch to 2-inch production rock while the secondary crushing unit can crush rocks to ¾ - inch or smaller," said Staff Sgt. Bosche, who has been with the 95th Division for three years and hails from Springfield, IL. "We teach our students how to produce the rock and even how to wash the rock. If you need to make mortar you've got to use clean rock - mortar won't stick to dirt so it will need to be clean."

The quarrying operation is pretty self - sufficient. A water source comes from two ponds right on site. And the whole system operates off a 125 KW generator. It runs the belts, and crusher  
**See Quarry Page 15**





# A "Worthy" Dedication



By 1st Lt. Debra Ubamadu  
Ironman Staff Writer

On the early morning hours of March 26, 1945, Company E, 2<sup>nd</sup> Battalion, 354<sup>th</sup> Regiment, pushed off from St. Goar on the west bank of the Rhine River. The mission was to lead the way into St. Goarshausen for the 89<sup>th</sup> Infantry Division.

The Germans were waiting for the assault and they held their fire until the first boat made it across. The company's command boat was hit by 20mm fire halfway across the river killing the company commander and first sergeant.

There were only 11 men out of the 2<sup>nd</sup> platoon that made it across the enemy fire and the swift current of the river. The soldiers jumped out and waded to shore under fire when the boat hit a sand bar. They made their way behind a wall where they were peppered with sniper fire. The group made their way around a long low building from which a sniper was shooting. Staff Sergeant Dale A. Worthy threw three grenades into the building but only got more sniper fire back. They were able to clear a garage and work their way into a cellar where they found the 1<sup>st</sup> Platoon.

The combined platoons were able to make contact with Regimental Headquarters nearly six hours later. They set up a Forward Company Command Post and began clearing out nearby houses. The casualty rate of the battalion was about 30% that night. St. Goarshausen was cleared that day and the Regiment moved east.

On March 27, the Regiment suffered no

casualties and captured 225 prisoners. On March 28, the Battalion moved toward Bad Schwalbach. After a two hour thrashing from German 20mm fire and then enduring sniper fire, Staff Sergeant Worthy organized a patrol to recon the ground in front of his platoon. Moving out in the dusk, the patrol flushed the Germans and was moving cautiously down a road when, from a thick patch of pines on their left, a potato masher (hand grenade) was tossed into the middle of the patrol. Miraculously, the men saw it coming and all dove into a ditch on the side of the road before the grenade exploded. There were no injuries.

The Germans in the woods, realizing their ambush had been betrayed, immediately opened up on the patrol with two 20mm flak guns and rifles. Worthy was hit several times. The patrol saw and heard him grunt with pain but he remained standing in the curtain of fire and traded bullets with the hidden Germans not more than 40 feet away. Hopelessly outnumbered and outgunned, the patrol crawled 400 yards through intense fire to give the exact location of the ambush to the Forward Observer.

Although wounded in the shoulder in the initial burst, Staff Sergeant Worthy led his men in a 10 minute firefight with the enemy. In the face of overwhelming enemy superiority, he then ordered his men to withdraw and warn the remainder of the platoon. As the squad moved out he rose to a kneeling position and fired his rifle from the hip to cover them. His action drew enemy fire, which permitted his

*"Dear Mrs. Worthy –*

*I wish to offer you my sincerest condolences in the death of your beloved husband, Staff Sergeant Dale A. Worthy, 36404645. Wounds inflicted through enemy action caused his death in Germany on March 28<sup>th</sup> (1945).*

*His loss is keenly felt by the officers and men of his company, by whom he was respected as a good leader, fine soldier and true friend. His men will not forget him now that he has gone but will faithfully remember him in their prayers.*

*He was buried with full military rites in U.S. Military Cemetery Number 1, Stromberg Germany. The burial services conducted by the Army Chaplain said that his grave will be properly cared for at all times.*

*Although greatly saddened over his passing I'm sure you will follow in his footsteps as a brave soldier and accept this as the will of God. He calls us when our time is up and we must be ready to answer. His ways are not ours. He has given each of us the life we have as a preparation for a life of eternity in heaven. Your husband was well prepared. He gave his life for his country. He died in opposing the evil forces of the world. He died so that others might live peacefully and freely. Great, will be his reward in heaven.*

*May God bless you in these moments of sorrow. If I can be of any further assistance do not hesitate to call on me as I shall only be too glad to help."*

*Sincerely,  
Maurice L. Sullivan, Chaplain  
354 Inf., APO 89*

comrades to withdraw in safety but cost him his life.

Staff Sergeant Worthy's wife was notified by telegram of his death nearly two weeks later.

Staff Sergeant Worthy was born on 30 January 1922 and only reached the age of 23 before his heroic death.

On a warm summer day in June of '98, then Sergeant First Class Joe Lambert (now a Master Sergeant) was performing his annual training at Fort Sill. As he visited the numerous buildings on the installation, he was intrigued by the

**See Worthy Page 16**



# Working Together In Sand Springs

By Staff Sgt. Erich Langer  
*Ironman Staff Writer*

Sand Springs, Okla. In a ribbon cutting ceremony and open house, Major General Robert S. Silverthorn, 95<sup>th</sup> Division (Institutional Training) Commanding General and dignitaries from the Oklahoma National Guard, Sand Springs community and Tulsa County formerly dedicated a new Armed Forces Reserve Center, here. The joint - use concept combines both Army Reserve and National Guard soldiers in one facility, is a first for Oklahoma and reinforces the Army motto, "An Army of One".

"The joint facility we dedicate today, is a first for Oklahoma but it shouldn't be the last," said Silverthorn. "We are a nation at war and we all must work, train and fight together in our continued focused efforts in the 'War on Terrorism'." The 95<sup>th</sup>

**"We are a nation at war and we all must work, train and fight together in our continued focused efforts in the 'War on Terrorism'."**

Maj. Gen. Robert S. Silverthorn, Jr.

Division looks forward to working closely with elements of the Oklahoma National

Guard and partnering with them in future efforts."

Combining the two forces are expected to save money by enabling the Army Reserve and Oklahoma National Guard to share maintenance, utility and custodial costs. Also, the concept provides both organizations an opportunity to see first hand how each trains and operates and gives them the opportunity to work together to accomplish similar tasks.

"The Army Reserve and Oklahoma National Guard had their first opportunity to work together during the planning for the dedication ceremony," said Maj. Michael Kinnison, Oklahoma National Guard. "Captain David A Parker and I served as project officers on the National Guard side while Major Christella Chavez and Sgt. Major Paula Torrence were project officers for the Army Reserve."

"The two - story facility provides over 120,000 square feet of office space, training rooms, full kitchen and work out facilities," said Sgt. Maj. Paula Torrence, the 95<sup>th</sup> Division's 3<sup>rd</sup> Brigade Unit Administrator. "The facility sits on a 15 - acre tract, located across the street from the Tulsa Community College's West Campus, also has security vaults and a large motor pool."



**Maj. Gen. Silverthorn dedicates the Wothy reserve center.**

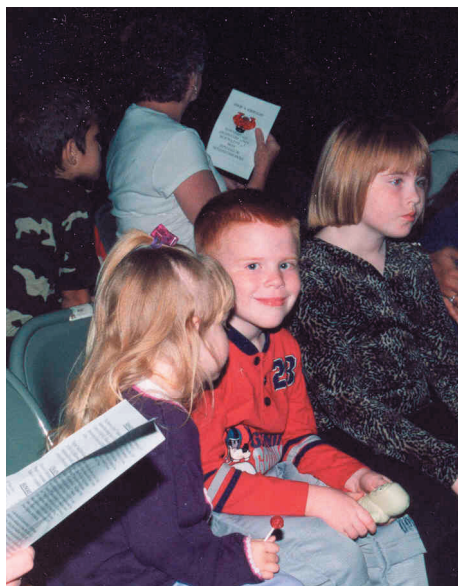
Upon completion of the center in May, the National Guard moved in and Army Reserve units joined them in early June. Ninety - Fifth Division units calling the center home include: 3<sup>rd</sup> Brigade, Combat Support, Headquarters, commanded by COL Otto B. Schacht; 1/354 Battalion (Field Artillery), 1<sup>st</sup> Brigade, commanded by Lt. Col. Michael R. Considine; and 3/355 Battalion (Field Artillery) 1<sup>st</sup> Brigade, commanded by Lt. Col. Charles J

## 95<sup>th</sup> Division Units demobilized at Fort Sill

By Staff Sgt. Erich Langer

Fort Sill, Okla. After seven months on active duty in support of "Operation Enduring Freedom" 42 Citizen Soldiers from the 95<sup>th</sup> Division (Institutional Training) 1<sup>st</sup> Brigade and 7<sup>th</sup> Brigade are coming home. Delta Battery, 1<sup>st</sup> Battalion, 355<sup>th</sup> Field Artillery, 1<sup>st</sup> Brigade, 95<sup>th</sup> Division and 1<sup>st</sup> Battalion, 379<sup>th</sup> Regiment (Training Support), 7<sup>th</sup> Brigade, 95<sup>th</sup> Division were released from active duty during a September 18 ceremony held at Fort Sill, Okla.

"I am proud today to welcome our soldiers from Delta Battery, 355<sup>th</sup> Field Artillery and 1<sup>st</sup> Battalion 379<sup>th</sup> Regiment back home," said Robert S. Silverthorn Jr., 95<sup>th</sup> Division (IT), commanding general. "You have served your country proudly and accomplished your mission - in some instances - several missions while serving here at Fort Sill. I know your family and friends share my appreciation for your



**Family members welcome home their parents from their duty at Fort Sill.**

return."

Soldiers from the 1/379<sup>th</sup> Reception Battalion from Oklahoma City, Okla. reported

to Fort Sill on March 1<sup>st</sup>. The 95<sup>th</sup> Adjutant General Battalion was tasked with the mission of expanding the training base by providing Individual Ready Reserve (IRR) processing in support of 'Operation Enduring Freedom'. Soldiers were mobilized to in process soldiers being recalled to active duty from the IRR, Individual Mobilization Augmentees (IMA) and soldiers who had retired. In addition to their primary mission, reception battalion soldiers provided support to the 95<sup>th</sup> Adjutant General Battalion (Reception). "You were ready and stepped up," said Col. James Palermo, brigade commander. "You effectively completed your mobilization mission and continued to take charge. We changed your mission and you excelled by providing support to the 95<sup>th</sup> Adjutant General Battalion. Well done." With its history of attaining and setting the highest standards, Delta Battery

**Continued on Page 15**



# Military Police: Training for war



**Sgt. 1st Class Kevin Summers, one of the students at MP BNCOC oversees prison operations.**

*By Staff Sgt. Erich Langer  
95th Division Public Affairs*

Fort Leonard Wood, Mo. For soldiers coordinating and carrying out the past few cycles of MP Advanced Non Commissioned Officer (ANCOC) and Basic Non Commissioned Officer Courses (BNCOC), the training exercises in the wooded country of Central Missouri has become pretty routine. Far from routine, though, is the likely hood that many of these soldiers students and instructors — may soon be putting their finely - honed skills to use in Afghanistan, Iraq or other hotspots the U.S. Army now patrols.

Military police (MP) soldiers and units have been deployed in record numbers and more highly trained NCOs are needed. And ~~Army Reserve and Army~~

**I really like it and will stay doing MP work; heck, I would have enlisted as an MP if I would have known I'd enjoy it this much."**

National Guard soldiers from across the country participating in two weeks of training exercises here are really doing much more than just 'burning 14 days of AT'.

The Second Battalion (MP), 95th Regiment, Third Brigade, 95th Division (Institutional Training) instructors really have their work cut out for them. Not only do they conduct their annual ANCOC and BNCOC courses but some may find themselves deployed, as well. Some have recent MP experience in Afghanistan and several more served in Iraq or Kuwait during Desert Storm.

"I enjoy teaching BNCOC, said Sgt. First Class Ben Crooks, El Dorado Kan. As a civilian jail administrator, Crooks brings important law enforcement skills to his Army Reserve position. "Lots of things have changed over the years but I enjoy being able to utilize my experience and pass it along to other NCOs. I absolutely like it."

At Fort Leonard Wood, Second Battalion non commissioned

officer professional development takes place in the classroom, field and even at an elaborate computer simulation laboratory.

"The FTX (Field Training Exercise) portion of our training is 56 hours long and consists of 14 team missions," said Sgt. First Class Glenn Hewitt, BNCOC Course Manager. "We train to standard so when soldiers leave here they are technically and tacitly protestant in a wartime environment.

The students who receive their instruction here at Fort Leonard Wood are being trained by the best instructors in the field ? Army wide."

During one of the team missions, students practice safely

moving and hous-

ing enemy prisoners

of war. To increase

the realism of the

training, an enemy

prisoner of war

camp complete with

three-strands of Con-

certina wire that sur-

round the parameter

and several smaller

prisoner enclosures

within the camp, was

established. Soldier

simulate a wartime environment involving securing and oversee-

ing prisoners.

"I was active duty, field artillery for 10-years; it was totally different. How you move, size of units and lots more," said Staff Sgt. Clayton R. Shell from San Antonio, Tx. Shell earned recognition as the BNCOC Honor Graduate for the cycle. "After leaving active duty, I became a civilian police officer in San Antonio and looked around for a reserve unit. I spoke to a recruiter and he told me about a MP unit nearby. I really like it and will stay doing MP work; heck, I would have enlisted as an MP if I would have known I'd enjoy it this much,"



**Sgt.'s First Class Ben Crooks, El Dorado, Kan.; Jason Willes, Davenport, Iowa; and Samuel Hernandez, San Anto-**



# CSM.....

War Footing and will need to take tough measures to meet commitments in Iraq and Afghanistan". LTG Helmly

Quote: "I want commanders to cancel training that is not related to the war on terrorism and identify soldiers who are not fit enough to be sent overseas." LTG Helmly

Quote: "We have to get out in front of the press, rumors and perceptions, and talk straight to our people". LTG Helmly

Quote: "Counting the time it normally takes reservists to get ready to go and then demobilize when they return, some reservists could be away for 15 months or longer". The Pentagon

Quote: "Cut headquarters staffs to shift able-bodied troops to field units that might get called up. We cannot afford unready deadwood". LTG Helmly

Quote: "If we ever get to the point to where we answer the nation's call with, I don't have time for all this stuff, it is time to move over and let someone else run the ball in for the score". CSM Piacentini, USARC CSM

Quote: "Unless you are involved you can only theorize about what is going on with your families and family readiness groups". CSM Piacentini

Quote: "I am bothered that our organizations and staffs seem to not place the same priority on Army Reserve Family Readiness as I do. Army Reserve Family Readiness is synonymous with Soldier Readiness". LTG Helmly

Quote: "I want commanders, leaders, and Subject Matter Experts to attend FPAC meetings to provide answers and

hear issues on the matters they are dealing with".

As leaders we are called upon to do things that are outside our comfort zone, that we do not agree with, and we have to speak in support of what we are being asked to do. This applies also to how we act around our families. If we dress on the colors, then our soldiers and our families will too. If we whine, they will too. We need to suck it up and move on. There has been significant push back lately from citizen soldiers and their families. It is not unusual to hear soldiers and family members complain about a myriad of things. Times are not what they used to be and current world circumstances demand we change the way we operate and the way we look at our relationship with our Army. I also believe that maybe it is time to look at why we signed up in the first place.

Our enemy expects that Americans do not have the stomach for long protracted engagements. They expect that if they continue to kill our soldiers one or two at a time public opinion will turn against the government and Army and so we will withdraw Somalia style. If you and your family were put under the magnifying glass would your actions prove them right? I suggest to you that your speech and your actions in your units, your home and community can weaken or strengthen our nation's position depending on the tone. I also believe that the same speech and actions can weaken or strengthen our enemies. By insuring the readiness of our families we strengthen our Army. Our families are Force Multipliers. See to your families and those of your soldiers.

"One of life's most painful moments comes when we must admit that we

didn't do our homework, that we were not prepared"

The Athenians were a freedom loving people so they fought for and attained freedom which allowed them to prosper and become a great people. When they began to love the things that freedom could buy them more than freedom itself, they lost their possessions and they lost their freedom. What will history record of we Americans? That we too were more concerned with rights and entitlements than with duty, honor, country and so lost our possessions and our freedom? That we didn't do our history homework, that the cost was too high to pay? Will we hold ourselves accursed then when our nation falls?

"As for me and my house....."

The information we have is that the Global War on terrorism will not be short and will involve great sacrifice. In the coming days many soldiers not yet mobilized will be making decisions affecting their continued service. Yet others will make decisions upon returning from a deployment, or a second deployment. Some of our soldiers are under significant pressure from family members to leave the service. For yet others the decisions have to do with their sons and daughters being in the service facing deployment. These are very personal decisions worthy of careful consideration. I have sat across from some of these people who love the Army but who are troubled by family and employment considerations. I don't envy you and I respect your decisions. I cannot expect you to see it from my vantage point.

It is simple for me. If not America, then where?

## Fort Sill Demob

### From page 13

was mobilized in support of 'Operation Enduring Freedom'. Delta soldiers were attached to 1<sup>st</sup> Battalion, 79<sup>th</sup> Field Artillery, U.S. Army Field Artillery Training Center. The unit was then transformed into Foxtrot Battery and tasked with training IRR soldiers in CTT. The activation of IRR soldiers required administrative and training support – provided by the newly formed Foxtrot battery.

That wasn't all. Foxtrot Battery was assigned the additional mission to conduct a summer Basic Combat Training (BCT) cycle while simultaneously executing their IRR mission. Foxtrot Battery was

recognized for their accomplishments and achieved two gold and two bronze Brigade streamers for their outstanding effort.

"Foxtrot Battery you had a very successful cycle as you executed your primary and additional mission," said Silverthorn. "With the expected summer surge of incoming trainees, you excelled. Receiving 234 BCT soldiers and successfully graduating 206 on August 14<sup>th</sup>. Well done."

"Seven months ago, we mobilized a highly motivated team," said Maj. Shannon. Today, I have mixed feelings; I am sorry to see you go. I say thank you for all your work in processing IMA soldiers and IDT soldiers. I salute you."

## Quarry

and any auxiliary equipment we might need.

"The crushing site sits on a five-acre footprint," said Curtis. "The Army could move this whole operation – it is set up to be mobile and transportable via truck or if they wanted to move it to Iraq, they could do that, too. "It wouldn't be easy and may take a week or longer to get everything disassembled, packed up and shipped out, but it could be done."

The 'can do' attitude is contagious at the querying operation. Combining elements of the USAR, NG and Active Component elements has worked. According to

## Worthy....

names of the buildings and how they were dedicated to fallen comrades. Lambert thought to himself, “Hmmm, the building where I drill isn’t named after anyone, why not?” “Who names the buildings? Who determines how they are named? Where do I even begin to find out the answers to these questions?”

Along Lambert’s journey to find the answers to these unsolved questions, he found himself in a whirlwind of phenomenal stories from World War II veterans, spouses of fallen comrades, and family members. Lambert began his search on the world wide web tracing the history of the 354<sup>th</sup> Infantry Regiment and the heroic story of Staff Sergeant Dale A. Worthy. He studied AR 1-33, the Memorialization Programs regulation and was determined to dedicate the building where he drills after an exceptional fallen soldier. Staff Sergeant Dale A. Worthy elected to act with uncommon valor under extreme fire, in the heat of battle, to preserve the life of others – the gift of tomorrow.

As a ground combat warrior over fifty-eight years ago, Staff Sergeant Worthy’s death has had immeasurable meaning

to all members of the Armed Forces who continue to live those values of loyalty, personal courage and selfless service today.

On September 13, 2003, the U.S. Army Reserve Center located at 384 Armed Forces Drive, Grand Prairie, TX was dedicated to the memory of Staff Sergeant Dale A. Worthy.

Worthy’s widow, Gertrude Worthy, recalled the many fond memories of her beloved Dale. “He was such a good man.” Gertrude married Dale Worthy shortly before he headed to Camp Carson, Colorado in 1943. Worthy’s bride soon after gave birth to a baby boy. While stationed at Camp Carson, Staff Sergeant Worthy was on a mission to retrieve an AWOL soldier who was known to be in Kalamazoo, Michigan. He could not resist the temptation of surprising his newlywed and newborn son. He hitchhiked from Kalamazoo to Ionia, Michigan. The last memory that Gertrude has is of Dale walking down the desolate road away from Ionia two days after he arrived hitchhiking back to Kalamazoo to catch a train returning to Camp Carson. “I never saw him again. I never forgot him.” Although her newborn son never had the opportunity to know his father, Gertrude

has always held Dale in the highest esteem.

When Gertrude received a phone call from Master Sergeant Lambert, she was overwhelmed with visions of loving memories of her husband from so long ago. Gertrude and her daughter along with Staff Sergeant Worthy’s older sister and her children made the trip from Michigan to the dedication in Grand Prairie, TX. They were all so thankful and honored that on that faithful day 58 years ago, their loved one sacrificed his life for his country and the sake of his fellow soldiers. His sacrifice was not in vain.

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# Soldiers Need Mettle to Cross

**by Master Sgt. J.D. Hardesty**  
*ARCENT-SA Public Affairs,*  
*Ironman Staff Writer*

Have you ever seen the Golden Gate Bridge?

No, not the bridge built during the Depression that spans across the bay and joins San Francisco to Visalia, but the one traveled on by Army leaders.

It is the bridge of respect all leaders built themselves before they could traverse from being a soldier into being a leader and continuing their military journey.

The bridge must cover an expansive gorge - a gorge in the Army’s topography that is widened by diversity and deepened by misconception and misunderstanding.

Yet, to be successful, all soldiers must find a way — their own way — to cross.

The Army’s Corps of Engineers, with all of its logistical marvel, cannot join enough metal girders and trusses together to span across what might be the largest gorge individual soldiers will face in their careers.

It takes a mettle of iron will to bridge this gorge.

On one bank lies the respect a soldier earns from being a leader, from taking care

of his fellow soldiers under his charge, and from mentoring his troops to succeed.

On the other side lies the self-respect soldiers develop from within by doing what is right, by accomplishing individual goals and by constantly looking inward toward self improvement.

Soldiers can build a Golden Gate bridge of their own by treating people as they should be treated.

In the Soldier’s Code, we pledge to “treat others with dignity and respect and expect others to do the same.”

Constructing the bridge out of the right mettle is the most difficult task facing the Army’s developing leaders because they have to forge the girdles and trusses without prefabricated materials.

Their only assets, their only resources are the people they lead.

Fabrication techniques may vary, but one technique I have often seen employed is for leaders to pour pure professionalism, pound out a rigid and sturdy purpose and erect the pieces. This allows them to position their mettle in such a way as to allow them to be flexible enough to bend and give when up against any tirade or disaster, or unfriendly force.

As leaders, respect allows us to

appreciate the best in other people. It allows us to trust our soldiers and that each soldier has something of value to contribute; they have done their jobs and fulfilled their duty.

Soldiers who feel the respect given by others cannot fail to be inspired.

As Staff Sgt. Russin, (my drill sergeant at Fort Leonard Wood in 1983) told me upon graduating Basic Training, “Leaders don’t demand respect, they earn it.”

And respect, which is one of the primary and vital ingredients of Army Values, comes as a direct result of knowing you have put forth your best effort.

That is how you build a bridge between respect and self-respect.

There is no substitute for the power respect thrusts towards a soldier accomplishing a mission.

Building your own bridge out of your own mettle creates a bond between every leader and those being led.

A bond that rests not on authority alone — but on professionalism, good will and above all, mutual respect.



# Awards



## Legion of merit

Col. Bradford M. Kard  
Lt. Col. Richard E. Prewitt  
Lt. Col. Randy W. Stewart



## Meritorious Service Medal

COL JAMES F. MINOR,  
COL HENRY J OSTERMAN,  
LTC DARRELL D. BACKHAUS,  
LTC Winfred W. Batch  
LTC AUBRY D. COOK  
LTC RICHARD KOTCH,  
LTC RANDOLPH LATALL  
LTC DALE C LEVAN,  
LTC Kelly Z. Lynch  
LTC JOSEPH MAEZ  
LTC MERTZLUFFT, JOHN E  
LTC David A. Moeller  
LTC OKINS, JAMES A.  
LTC KENNETH D JONES  
LTC David N. Perrin  
LTC John T. Stang  
LTC VEITCH, WILLIAM A. //

## MSM Cont'd

LTC STEVEN W WEIDE  
LTC TERRY W STEVENSON  
LTC ABNER F. MARRERO  
LTC DAVID W. ROSE  
LTC JERRY R. KOESTNER  
LTC CHRISTINE M. LEBLOND  
LTC DAVID E. TUREK  
LTC STEVEN C. PTACEK  
MAJ WOOLLEY, KEVIN P.  
MAJ ASTOR BALIAN  
MAJ GENET, BRADLEY L  
MAJ GLEASON, DEBORA  
MAJ CASTER, ROBERT  
MAJ VIRGINIA A. TODD  
MAJ MURPHY, MAP K J.  
MAJ JOSEPH A. MONTENARO  
MSG DUMESTRE, DANIEL E,  
MSG ERICKSON, CHERYL R  
MAJ JOHNNY D. CRABTREE  
MAJ PAUL MCCUSKER  
CPT LARRY MARSHALL,  
CW4 LEGGETT, JAMES E.  
CSM DAVID W. DAY  
CSM HOWARD, WILLIAM A  
CSM McELLIGOTT, GARY R.  
ISG MURTAUGH, RONALD.  
ISG PAUL B. MASTERS,  
ISG JOHN W. BIGGINS  
SGM RONALD D. MILLER  
SGM Lloyd A. Woodland  
SGM JOHN VINCENT  
MSG SCHMIDT, TERRANCE L.  
MSG NORMAN E. BREECE,  
MSG RANDALL D. MEEK  
MSG MITCHELL, STERLING  
MSG DOUGLAS BOURASSA  
MSG EDWARD O. MENDEZ  
MSG PETER A. BROOKS  
MSG CARA WOODBERRY  
SFC Bryan P. Carroll  
SFC JOHN COSGROVE  
SFC MARTIN G. LEWANDOSKI,  
SFC Robert E. Charles  
SFC LEORA WARD  
SFC WINONA LAWSON  
SFC LARRY C. MCKINNON  
SFC JOHN P MAHAR  
SFC DANNY M. HARRINGTON,  
SFC MARTINEZ, GILBERTO, JR.  
SSG Gregory S. Crocker  
SSG LARGENT, KELLY M.  
SSG STEPHEN FINNEGAN  
SGT TIFFANY M. EADDY



## Army Commendation Medal

Lt. Col. Jeffery P. Fene  
Lt. Col. Harold R. Holman  
Maj. Clarence D. Butler  
Maj. June A. Lantz  
Maj. Thomas M. Lewis  
Maj. Barret Parker  
Capt. Billy R. Hooten  
Capt. Byron D. Turner  
1st Lt. Mitchell F. Fuller II  
Master Sgt. Kyle S. Edwards  
Master Sgt. Judy L. Hindman  
Sgt. 1st. Class Brian Bruce  
Sgt. 1st. Class Robert Jacobs  
Sgt. 1st. Class Caroline V. Madden  
Sgt. 1st. Class Tobias Meister  
Sgt. 1st. Class Warren Sanders  
Sgt. Matthew R. Sexton



## Army Achievement Medal

Lt. Col. Daryl Garner  
Maj. Douglas W. Long  
Sgt. Maj. Stephanie Menefee  
Sgt. 1st. Class Darrell R. Moore  
Sgt. 1st. Class Leonard Parker  
Spc. Candice L. Rausch



# Promotions



## Colonel

GLENN E BALLARD  
JOHN R BIVENS  
KENNETH D JONES



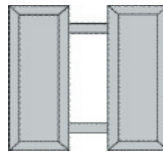
## Lieutenant Colonel

ROSE H BEAN  
PATRICK I GORMLEY  
RALPH HHUNKINS  
JOHN I D KAMINAR  
RICHARD D RAMSEY  
JAMES R WHITE



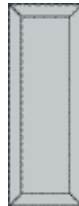
## Major

SANDRA R CLERK  
LARRY J GEFFRE  
TOMAS GONZALEZ  
ALBERT M HARRIS  
MATTHEW J JAMBOR  
TIMOTHY S KELLY  
AL C KREMER  
INGRID W LYNCH  
GORDON M QUINN  
VARGAS W SANTIAGO  
ROBERT J TOBIN  
BYRON D TURNER  
MARTY TYDINGS  
DAVID S IYUEN



## Captain

DUANE A BURK  
JEFFREY S. CHEEK  
HAROLD B CORNISH  
KELLY R HOELSCHER  
JENNIFER L NILVO  
CHAD D PENSE  
LASHUNDIA R RANGE  
JEFFREY A SCHNEIDER  
MALDEN D SMITH



## First Lieutenant

RAUL JANUARY



## Second Lieutenant

MICHAEL E GREGURAS  
AARON B HOWARD  
JAMIE L RILES



## Chief Warrant Officer 3

GEORGE E PARKER



## Sergeant Major

Larry D Perkins  
Travis W Williams



## Sergeant First Class

Richard W Acuna  
Elvis J Batiste  
Scott A Bigley  
Thomas M Borton  
Dantae L Bowie  
Michael A Brabham  
Duane E Branscomb  
Annette Coleman  
Richard A Collins  
James R Cowley  
James E Daniel  
Kenneth W Doughty  
Benjamin E Droney  
Russell A Edwards  
Linda L Fonten  
Jennifer R Fowler  
Milton E Gallegos  
Roy Garcia  
Peter J Gardner  
Michael M Gonzales  
Condry J Guilbeaux  
James C Holomon  
Sterling S Hornbeak  
Shawn C Howry  
Kenneth L Hunt  
John A Johnson  
Dean R Keller  
Alton A Knight  
Calvin B Lacy  
Herbert Lee  
Raymundo L Martinez  
Charles A Michaels  
Charles C Middleton  
Charles E Monroe  
Karin L Moten  
Ronald L Peel  
Alfredo A Perez  
Ramon A Quinones  
Jimmie L Riegel  
Michelle L Robertson  
Raymond S Rogers  
Salvador Carrasco  
Teresa A Sanchez  
Joseph M Sepulvado



## Promotions (cont'd)

Eric L Shuping  
Albert Sneed  
Ryan K Sorensen  
David M Spiers  
Scott Stover  
Zena T Taylor  
Leonard B Terry  
Keith A Tobin  
Charlie R Usher  
Mark A Valentine  
Hillary Ward  
Gerald L Williams  
Angela N Williams  
James A Woodrum



### Staff Sergeant

Jose A Alvarez  
Chad M Arnold  
Nolan Arnold  
Bill E Barlow  
George P Beck  
Carl E Berry  
Jeffrey W Bolin  
Robert W Bosch  
Paula D Brady  
Jeffrey W Butler  
Beau J Byrd  
Charles E Christopher  
Dennis R Collins  
Clifford D Davidson  
Darrel P Davis  
William A Gahl  
Jose L Garcia  
Vernon L Haywood  
Jacob D Holmes  
Tracy M Hughes  
Adren A Jackson  
Rosalind R Johnson  
Yvette M Johnson  
Robert J Kersigo  
Stephanie D Korenek  
Erik A Kropf  
Makara Kry  
Tamica L Lacey  
Erich M Langer

Thomas C Lategola  
Derek M Macleod  
Raymond P McDowell  
Timothy M McLeod  
Richard H McNeil  
Jose G Mendez  
Carl W Miller  
Kenneth L Milner  
Thurman D Moore  
John S Mosby  
Victor Nava  
Lenner Newman  
Brent E Nolan  
Nathan F Norris  
Steven J Olsen  
Edward W Perry  
Bouaphet Phanvongsa  
Andy E Pierce  
Michael D Rosser  
Shannon S Rupp  
Travis B Smith  
Ronald P Smith  
Rachel Solomon  
Leroy G Strange  
Philip R Thrash  
Ana E Tovar  
Jeremy R Tschetter  
Roger L Vandehey  
Tammy L Walker  
Curtis V Wise



### Sergeant

Maria J Albin  
Toby M Baldwin  
Sandra L Ballesteros  
Craig S Barringer  
Marcus A Bedford  
Terry D Billingsley  
Falah A Bishi  
Damon S Bonneau  
Clarece D Campbell  
Deanna L Charett  
Clarence Clark  
Elisha L Clouse  
Erich D Colliver  
Alfred M Coronado  
Spencer Cox

Cesley D Darst  
Mona L Davis  
William J Day  
Windy L Dean  
Edgar E Deltoro  
Jason L Foster  
Rodney E Gerald  
Michael R Glynn  
Paul R Gonzales  
Ina L Gonzalez  
Matthew R Gray  
Lynn E Griffin  
Gary Hightower  
George R Horton  
Lonnie M Hutton  
Paul E Jacobsen  
Nicholas R Jarman  
Peter J Keith  
Randall V McCuan  
Michael C McKee  
Aurthur K McLelland  
Ivory J Mollette  
Meghan J Norris  
Chance T Ounsombath  
Ralph M Parsons  
Chris A Perkins  
Beau D Phillips  
Howard G Pierce  
Kendall M Poullard  
Michelle M Reed  
Erin M Richardson  
Jason A Ridenour  
Cameron M Riggs  
Felesia D Robertson  
April M Rowell  
William M Ryan  
Jonathon Schaefer  
Nathan C Schumann  
Cassie J Sheffield  
Jay C Stinson  
Alan L Sutton  
Kimiko L Thomas  
Tamika S Thompson  
John R Trevino  
Paul W Turner  
Mauricio Vasquez  
  
Bruce E Warren  
Chaz A White  
James L Willis



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